



23<sup>rd</sup> Annual Assembly

# **A Resilient Region**

Friday, April 19, 2013  
Waldorf-Astoria, New York

*sponsored by*



**SIEMENS**



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**Regional Plan Association** is America's oldest and most distinguished independent urban research and advocacy organization. RPA works to improve the infrastructure, economic competitiveness and sustainability of the New York-New Jersey-Connecticut metropolitan region. A cornerstone of our work is the development of long-range plans and policies to guide the growth of the region. Through our America 2050

program, RPA also provides leadership in the Northeast and across the U.S. on a broad range of transportation and economic-development issues. RPA enjoys broad support from the business, philanthropic, civic and planning communities. For more information about Regional Plan Association, please visit [www.rpa.org](http://www.rpa.org).

# Welcome



Dear 2013 Assembly participants,

Welcome to RPA's 23rd annual Assembly, "A Resilient Region."

Hurricane Sandy made it clear: Climate change is here to stay. While others might question what is causing our volatile weather, residents and businesses of New York City, Long Island, the Hudson Valley, New Jersey and Connecticut know that we are past that debate. We need to harden our systems, design smarter communities, upgrade our infrastructure – and be better prepared for the next incident. And we need to redouble our efforts to reduce the greenhouse gases that cause climate change.

Sandy underscored that the challenges our region faces are different from the ones we confronted even 20 years ago. In addition to climate change, a new set of economic, social and demographic trends are redefining the regional agenda.

Cities are no longer emptying out as residents flee to suburban landscapes; instead, we are seeing new populations – the young, the elderly, recent immigrants, professional classes – flock to livable communities across the five boroughs and the three states. Housing remains too difficult to find, and jobs in many communities are still hard to come by. Economic opportunity remains limited for too many people in our region.

Traffic congestion is flat, as driving rates decline and mass transit ridership expands. Our mobility networks, from sidewalks to subways and buses to bikes, all need to adapt to the changing travel patterns of our residents and workers. And it costs too much and takes too long to upgrade our infrastructure systems, leaving us to make only minor improvements as opposed to the wholesale reinvestment our metropolitan region needs. Places like the High Line demonstrate how a creative approach can generate new possibilities, but our largest systems are mired in bureaucratic inertia as funding sources dry up or get committed to paying off generations of debt.

Finally, our public institutions aren't evolving as rapidly as the events around them. Even as technology changes travel patterns, job opportunities and economic outlooks, public agencies find themselves at the limits of their financial capacity. These constraints have eroded public confidence in our institutions, while our deferred expenses mount.

At Regional Plan Association, once every generation we undertake a major regional plan to provide a proactive, visionary blueprint for the future growth, development, preservation and improvement of the region. Our previous plans have been produced in critical moments – 1929, 1968, 1996. Each led to a series of major investments in mobility, community development, environmental infrastructure and social welfare. We think the time has come to start thinking about the next generation of policies and investments, so we are launching work on a new long-range plan now.

We must either confront the challenges of climate change, economic opportunity and governance institutions now or live with the consequences for several generations.

But RPA can't tackle this alone. That's why we are glad that you are joining us at the 2013 Assembly – to help identify the threats to our prosperity and quality of life, and begin thinking about creative ways to address these problems.

On behalf of the staff and Board of Directors of Regional Plan Association, thank you for joining us as we embark on this exciting adventure: to chart a plan for the tri-state region into the 21st century.

A handwritten signature in black ink, reading "Elliot G. Sander".

Elliot G. Sander, Chairman

A handwritten signature in black ink, reading "Robert D. Yaro".

Robert D. Yaro, President

A handwritten signature in black ink, reading "Thomas K. Wright".

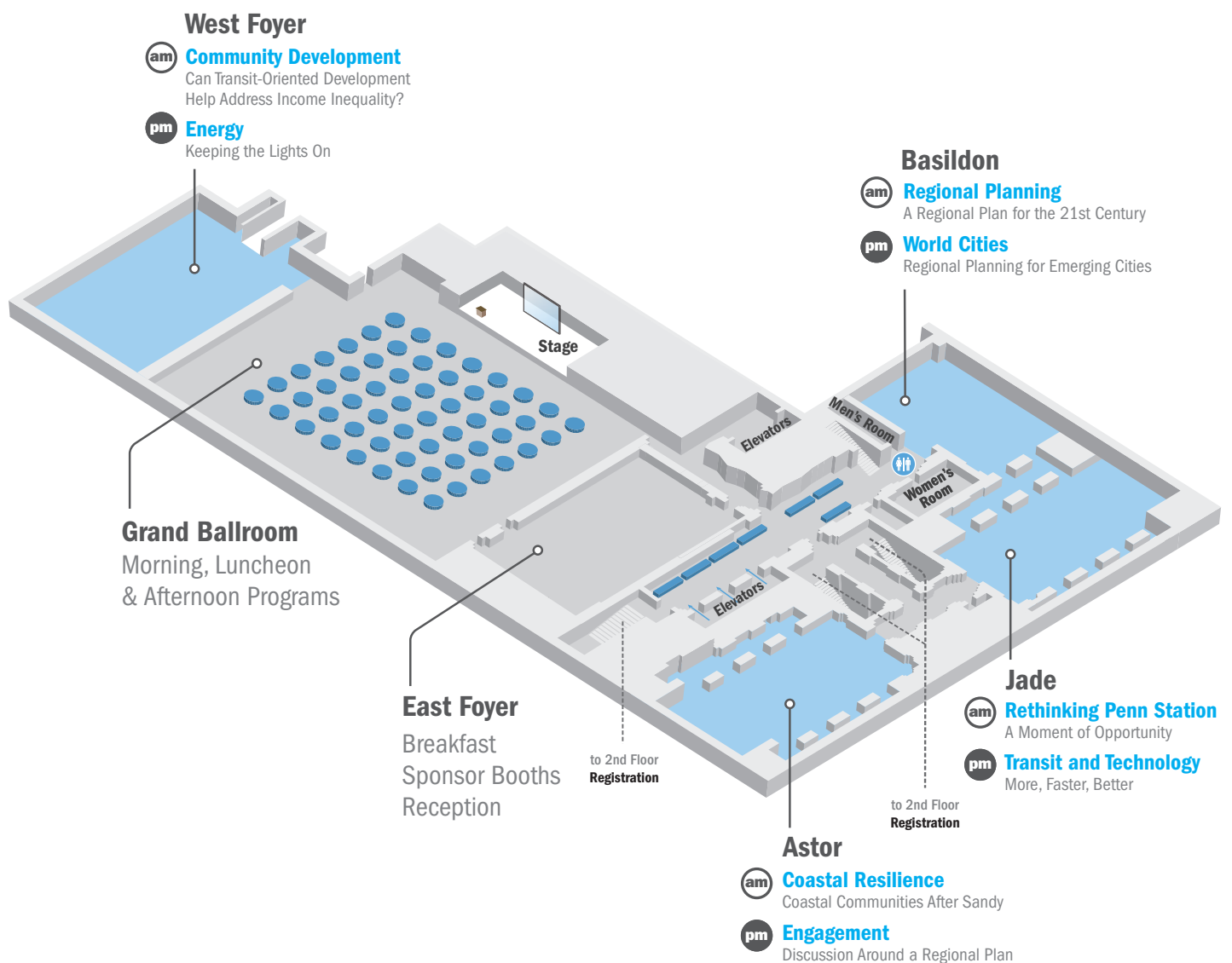
Thomas K. Wright, Executive Director



# Agenda

Friday, April 19

The Waldorf-Astoria, New York





8:00 AM – 8:30 AM

## Breakfast and Registration

8:30 AM – 11:00 AM

## Morning Program *(in the Ballroom)*

Welcome

**Robert D. Yaro**, President, RPA

### Keynote Address

**Hon. Dannel P. Malloy**

Governor of Connecticut

### Plenary Discussion: Climate Change

*Moderator:* **Rohit T. Aggarwala**, Special Advisor to the Chair, C40 Cities Climate Leadership Group; Member, RPA Board

**Laurel A. Blatchford**, Executive Director of Sandy Rebuilding Task Force, U.S. Department of Housing and Urban Development

**David Crane**, President and Chief Executive Officer, NRG Energy

**Nancy Kete**, Managing Director, Rockefeller Foundation

**Michael Oppenheimer**, Albert G. Milbank Professor of Geosciences and International Affairs, Woodrow Wilson School and Department of Geosciences, Princeton University

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### Plenary Discussion: Economic Opportunity

*Moderator:* **Anthony E. Shorris**, Senior Vice President, Vice Dean and Chief of Staff, NYU Langone Medical Center; Member, RPA Board

**Ana María Archila**, Co-Executive Director, Make the Road New York

**Xavier de Souza Briggs**, Associate Professor of Sociology & Planning, Head, Housing, Community & Economic Development Group, MIT

**David Jones**, President & CEO, Community Service Society of New York

**Stanley S. Litow**, Vice President, Corporate Citizenship & Corporate Affairs and President, IBM International Foundation

**Robert K. Steel**, Deputy Mayor for Economic Development, New York City

11:00 AM – 12:15 PM

## Morning Sessions

### Rethinking Penn Station:

A Moment of Opportunity

**Regional Planning:** A Regional Plan for the 21st Century

**Community Development:** Can Transit-Oriented Development Help Address Income Inequality?

**Coastal Resilience:** Coastal Communities After Sandy

*See next page for session descriptions & locations.*

12:15 PM – 1:45 PM

## Luncheon Program *(in the Ballroom)*

### Sponsor's Address

#### Roland Busch

Member of the Managing Board, Siemens, & CEO, Infrastructure & Cities Sector

### Keynote Address

#### Hon. Kirsten E. Gillibrand

U.S. Senator for New York

### Results of RPA Quality of Life Survey

**Juliette Michaelson**, Vice President for Strategy, RPA

**Thomas K. Wright**, Executive Director, RPA

### Presentation of RPA's Lifetime Leadership Award

**Elliot G. Sander**, President & CEO, HAKS Group Inc.; Chairman, RPA

**Robert D. Yaro**, President, RPA

**John E. Zuccotti**, Chairman, U.S. Commercial Operations, Brookfield Office Properties Company; Member, RPA Board

Honoree

#### Howard P. Milstein

Chairman, President and CEO, Emigrant Bank; Chairman, New York State Thruway Authority

*for his extraordinary contributions to New York and the region*

1:45 PM – 3:00 PM

## Afternoon Sessions

**Transit and Technology:** More, Faster, Better

**World Cities:** Regional Planning for Emerging Cities

**Energy:** Keeping the Lights On

**Engagement:** Discussions Around a Regional Plan

*See next page for session descriptions & locations.*

3:00 PM – 4:00 PM

## Afternoon Program *(in the Ballroom)*

### Plenary Discussion: Governance

*Moderator:* **Julia Vitullo-Martin**, Director, Center for Urban Innovation, RPA

**Hon. Steven Bellone**, County Executive, Suffolk County, New York

**Patrick J. Foye**, Executive Director, Port Authority of New York & New Jersey

**Maxine Griffith**, Executive Vice President, Government and Community Affairs & Special Advisor for Campus Planning, Columbia University; Member, RPA Board

**Ralph A. LaRossa**, President and COO, Public Service Electric & Gas Company

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4:00 PM – 5:00 PM

## Reception

*Please join us for cocktails in the East Foyer*

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# Breakout Sessions

## Jade

### Rethinking Penn Station

#### A Moment of Opportunity

Both Penn Station, the nation's busiest transit hub, and Madison Square Garden, located directly above the station, provide the region with immense, unquestionable benefits. But Penn Station is cramped and difficult to navigate and the Garden is one of the oldest arenas in the country. With the Garden's application for a special permit up for review, New York is facing an unprecedented opportunity to rethink the future of both the station and the arena. Panelists will discuss the future of Manhattan's West Side, and identify ways to make rail, architectural and pedestrian circulation improvements at Penn Station and the Garden.

**Moderator: Marilyn J. Taylor**, Dean and Paley Professor, University of Pennsylvania School of Design; Member, RPA Board

**Vishaan Chakrabarti**, Holliday Professor of Real Estate and Director of Center for Urban Real Estate, Graduate School of Architecture, Planning & Preservation, Columbia University; Partner, SHoP Architects

**Vin Cipolla**, President, The Municipal Art Society of New York

**Kevin S. Corbett**, Vice President, Strategic Development, AECOM; Member, RPA Board

**Michael Kimmelman**, Architecture Critic, The New York Times

**John McAslan CBE**, Executive Chairman, John McAslan + Partners

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## Basildon

### Regional Planning

#### A Regional Plan for the 21st Century

How can long-range regional planning be done effectively in a fast-changing political and social environment? Many decisions that affect how cities, suburbs and rural areas change and grow are made at the municipal, state and federal level – very few places in the U.S. even have regional governments. So why create a regional plan? Which issues are best addressed at which geographic scale, from the very local to the national?

**Moderator: Juliette Michaelson**, Vice President for Strategy, RPA

**MarySue Barrett**, President, Chicago Metropolitan Planning Council

**Hon. Fernando Ferrer**, Acting Chairman, New York Metropolitan Transportation Authority; Member, RPA Board

**Kenneth T. Jackson**, Jacques Barzun Professor in History and the Social Sciences, Columbia University; Member, RPA Board

**Bruce J. Katz**, Vice President and Director, Metropolitan Policy Program, Brookings Institution

**Hon. John O. Norquist**, President and CEO, Congress for New Urbanism

## West Foyer

### Community Development

#### Can Transit-Oriented Development Help Address Income Inequality?

Transit-oriented development is often promoted as a way to address communities' economic and environmental challenges. Less frequently is TOD touted for its ability to improve opportunities for low-income residents. Several efforts to support equitable TOD are underway nationally and in the tri-state region. How do they expand opportunities for low-income communities? How can state investments further support these goals?

**Moderator: Patricia Jenny**, Acting Vice President of Grants and Special Projects, Program Director, Community Development & the Environment, New York Community Trust

**Kenneth Adams**, CEO and Commissioner, Empire State Development Corporation

**Hon. Noam Bramson**, Mayor, New Rochelle

**Joseph Della Fave**, Executive Director, Ironbound Community Corporation

**Shelley R. Poticha**, Director, Office of Sustainable Communities, U.S. Department of Housing and Urban Development

## Astor

### Coastal Resilience

#### Coastal Communities After Sandy

Hurricane Sandy and its aftermath underscored the vulnerability of the region to hurricanes and coastal storms. Yet in order to make our coastal areas more resilient, we will need to think beyond the damage inflicted by the last storm and prepare for the full range of challenges we could face in the future. What are the best ways to make coastal communities more resilient? And in an era of significant fiscal constraints, what are the implications of these strategies for individuals and for local, state and federal government?

**Moderator: Robert J. Pirani**, Vice President, Energy and Environment, RPA

**Andrew Castaldi**, Senior Vice President and Head, Catastrophe Perils, Americas, Swiss Re

**Seth Pinsky**, President, New York City Economic Development Corporation; Director of New York City Special Initiative for Rebuilding & Resiliency

**Jonathan F. P. Rose**, President, Jonathan Rose Companies

**Pratap Talwar**, Principal, Thompson Design Group

**Nydia Velázquez**, Member of Congress



# Breakout Sessions

## Jade

### Transit and Technology

#### More, Faster, Better

Transit systems around the world have adopted myriad new technologies to modernize their operations, reduce costs and provide a better quality of service to their customers. The New York region has been slow to adopt many of these improvements, from contactless fare cards to automatic train operation and real-time customer information. The panel will discuss what investments are needed and what strategies can help expedite funding and implementation.

**Moderator: Susan Chapman**, Senior Vice President, Global Real Estate and Workplace Enablement, American Express; Member, RPA Board

**Carol Dillon Kissal**, Chief Financial Officer, Washington Area Metropolitan Transit Authority

**Thomas F. Prendergast**, Interim Executive Director, New York Metropolitan Transportation Authority

**James P. Redeker**, Commissioner, Connecticut Department of Transportation

**Peter M. Rogoff**, Administrator, Federal Transit Administration

**Peter Torrellas**, Chief Technology Officer, Siemens: Infrastructure and Cities

## Basildon

### World Cities

#### Regional Planning for Emerging Cities

What are the major challenges for the next generation of emerging world cities? What are the most successful new strategies urban development? What can these emerging cities learn from our region, and us from them? Cities around the world are often constrained by short-term and narrowly focused thinking, resulting in uncoordinated efforts that are unable to address major urban challenges such as stagnant economic growth, congestion and pollution. What are both emerging and established world cities doing to be forward-thinking and innovative?

**Moderator: Robert D. Yaro**, President, RPA

**Edward J. Blakely**, Honorary Professor of Urban Policy, United States Studies Center, University of Sydney; Member, RPA Board

**Abha Joshi-Ghani**, Director, Knowledge and Thematic Learning World Bank Institute, The World Bank

**Martin Powell**, Global Head of Urban Development, Siemens

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## West Foyer

### Energy

#### Keeping the Lights On

Hurricane Sandy highlighted the vulnerability of the region's energy infrastructure, leaving millions of customers without power for weeks. The storm brought to light critical and often competing challenges that we must consider as we seek to modernize our energy infrastructure. This session will discuss whether we can have a grid that is at once resilient, reliable, efficient, low-carbon, and affordable.

**Moderator: J. Andrew Murphy**, Senior Managing Director, Macquarie Infrastructure and Real Assets; Member, RPA Board

**Andrew Darrell**, Chief Energy Strategist and New York Regional Director, Environmental Defense Fund

**Sergej Mahnovski**, Director, New York City Mayor's Office of Long Term Planning and Sustainability

**Joseph Oates**, Senior Vice President, Con Edison; Member, RPA Board

**Jeffrey Pellet**, Senior Vice President, NYSE Euronext

## Astor

### Public Engagement

#### Discussions Around a Regional Plan

As the region embarks on a large-scale planning process, RPA asks Assembly participants to share their thoughts and expertise about: how to engage communities usually absent from planning processes; how to use new technology in public outreach; how to tackle difficult issues like public debt; among other questions. Discussions will take place in small, facilitated work groups and will inform both the process and product of the Fourth Regional Plan.

**Presenters:**

**Robert Freudenberg**, Director, New Jersey, RPA

**Robert Lane**, Senior Fellow for Urban Design, RPA

**Facilitators:**

**Roland V. Anglin**, Faculty Fellow, Edward J. Bloustein School of Planning and Public Policy, Rutgers University

**Jeff Ferzoco**, Senior Fellow, Interactive Communities, RPA

**David Kooris**, Director of the Office of Planning and Economic Development, City of Bridgeport

**Trent Lethco**, Associate Principal, ARUP; Member, RPA Board

**Elisa M. Ortiz**, Deputy Director of Government Affairs and Outreach, Smart Growth America

**Neal Peirce**, Chairman, The Citistates Group

**Damon Rich**, Founder, Center For Urban Pedagogy

**Veronica Vanterpool**, Executive Director, Tri-State Transportation Campaign

# Biographies



**Kenneth Adams**, CEO and Commissioner, Empire State Development Corporation

Kenneth Adams was confirmed by the New York State Legislature in 2011 as Empire State Development President & CEO, and Commissioner of the New York State Department of Economic Development. In these positions, Mr. Adams works to promote economic practices that attract business and create jobs throughout New York State. He also works closely with Lieutenant Governor Robert J. Duffy to implement the Regional Economic Development Councils across the state.

Mr. Adams came to ESD from The Business Council of New York State, the state's leading business association, where he served as President and CEO starting in 2006.

Mr. Adams is a resident of Brooklyn, New York, where he lives with his wife and two children.



**Rohit T. Aggarwala**, Special Advisor to the Chair, C40 Cities Climate Leadership Group; Member, RPA Board

Rohit T. "Rit" Aggarwala is Special Advisor to the Chair of the C40 Cities Climate Leadership Group, and Environmental Program Lead at Bloomberg Philanthropies. Rit was the Director of Long-Term Planning and Sustainability for New York City from 2006 to 2010. In that capacity, he led the development and implementation of Mayor Bloomberg's long-term plan for New York City, PlaNYC: A Greener, Greater New York. Rit holds a BA, MBA, and PhD (U.S. History) from Columbia University, and an MA in History from Queen's University in Canada. He serves as a trustee of St. Stephen's School in Rome, Italy; is a member of the board of the Regional Plan Association; is a lecturer in Urban Studies at Stanford University; and is a member of the strategic advisory council of New World Capital, a New York-based private equity firm that focuses on the green sector.



**Roland V. Anglin**, Faculty Fellow, Edward J. Bloustein School of Planning and Public Policy, Rutgers University

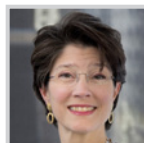
Roland V. Anglin's career spans over twenty years of working in the public, educational, and philanthropic sectors. In all of his professional positions, Anglin has focused on promoting economic and community development in and for marginalized communities. Currently, he is Faculty Fellow at the Edward J. Bloustein School of Planning and Public Policy, Rutgers University, and directs the Initiative for Regional and Community Transformation

(IRCT), which is housed at the school. The IRCT is a national initiative whose mission is to support the transformation of marginalized communities and people in urban and rural places through applied research and program management.



**Ana María Archila**, Co-Executive Director, Make the Road New York

Ana María leads MRNY's electoral work, Long Island expansion, sister 501c4 organization (the Make the Road Action Fund), and LGBTQ policy and organizing work. Ana María has been one of MRNY's Co-Executive Directors since the creation of MRNY in 2007. Ana María emigrated to the U.S. from Colombia at the age of 17 and has since emerged as a leading advocate for civil rights, health care access, education reform, and immigrant rights in New York and nationally. Ana María was awarded a Coro fellowship in 2004 and in the same year became Executive Director of Latin American Integration Center (LAIC). Under her leadership, LAIC strengthened services to immigrants in Queens and Staten Island, and initiated collaborations to increase political participation through voter mobilization, popular education and community organizing. In 2007, when LAIC merged with Make the Road By Walking to become Make the Road New York, Ana María became Co-Executive Director. She is the proud mother of Emilia.



**MarySue Barrett**, President, Chicago Metropolitan Planning Council

MarySue has been president of the Metropolitan Planning Council (MPC) since 1996. During her tenure, MPC has strengthened its relationships with regional decision-makers, and is increasingly called upon to untangle local development and regional policy challenges. Prior to joining MPC, MarySue served in former Mayor Richard M. Daley's first administrations, holding positions of increasing responsibility over seven years. MarySue serves on the Advisory Boards of Metropolis Strategies, the Harris School's Visiting Committee at the University of Chicago, and Illinois Issues magazine. MarySue has a bachelor's degree from Northwestern University.



**Hon. Steven Bellone**, County Executive, Suffolk County, New York

Steven Bellone has been Suffolk County Executive since 2012. Previously, he served as Babylon Town Supervisor.

Bellone is committed to reducing Suffolk's debt, improving Suffolk's business environment and keeping taxes low. Bellone's environmental and community revitalization initiatives have been nationally recognized for their pioneering and innovative approaches. In 2002, he launched Wyandanch Rising, a comprehensive, community based approach to revitalizing the most economically distressed community on Long Island.

Bellone has a BA degree from Queens College, a Masters in Public Administration from Webster University, and a law degree from Fordham University. Enlisting in the US Army in 1992, County Executive Bellone served as a Communications Specialist stationed at Fort Leonard Wood, Missouri. County Executive Bellone resides in West Babylon with his wife, Tracey and their three children.



**Edward J. Blakely**, Honorary Professor of Urban Policy, United States Studies Center, University of Sydney; Member, RPA Board

Dr. Blakely is a global leader in all aspects of urban and regional planning with numerous awards for his services to cities, states/provinces all over the world in planning and management of large scale development projects. He served as the executive director of recovery management for New Orleans after Hurricane Katrina, the worst urban disaster in US history, from 2007-2009. Prior to that he served in leading recovery roles in Oakland, California as well as 9-11 in New York. He has been dean of urban planning at the University of Southern California and the Milano Graduate School of Public Policy at the New School University in New York as well as department chair for more than a decade at the University of California at Berkeley. He chaired the Sydney Metropolitan Plan Reference Panel 2003-2005 and has advised on metropolitan planning in Melbourne, Brisbane-Southeast Queensland and Adelaide as well as San Francisco, Los Angeles, Long Island and in cities in Viet Nam, France, England, Sweden, Nigeria, South Africa, China, Malaysia, Turkey and Canada.



**Laurel A. Blatchford**, Executive Director of Sandy Rebuilding Task Force, U.S. Department of Housing and Urban Development

Laurel Blatchford was appointed Executive Director of President Obama's Sandy Rebuilding Task Force, a federal interagency effort charged with leading the recovery in the Northeast following Superstorm Sandy. Before this appointment, Ms. Blatchford served as Chief of Staff of the U.S. Department of Housing and Urban Development to Secretary Shaun Donovan. Prior to joining the Obama Administration Ms. Blatchford was



Vice President for Development at General Growth Properties. Prior to her work at GGP, Ms. Blatchford worked in the Bloomberg administration in New York City. Ms. Blatchford holds a B.A. from Williams College and an M.P.P. from Harvard University's John F. Kennedy School of Government.



**Hon. Noam Bramson**, Mayor, New Rochelle

Noam Bramson has served as the Mayor of New Rochelle since January 2006 and was reelected most recently in 2011 with a record-breaking 79% of the vote. He is currently a candidate for Westchester County Executive. Prior to becoming Mayor, Bramson served for ten years on the New Rochelle City Council. Bramson is a life-long Westchester resident and a product of the New Rochelle public schools. Bramson went on to Harvard University, where he completed his undergraduate degree in three years, and then received a Masters degree in Public Policy.



**Xavier de Souza Briggs**, Associate Professor of Sociology & Planning, Head, Housing, Community & Economic Development Group, Massachusetts Institute of Technology

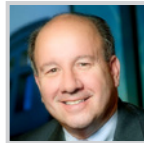
Xavier de Souza Briggs is an author, commentator, educator, and researcher, as well as a veteran manager and policy adviser. Briggs spent January 2009 to August 2011 on public service leave from the MIT faculty, after being appointed by President Obama to serve as Associate Director of the Office of Management and Budget in the White House. There, he oversaw a wide array of policy, budget, and management issues. A former community planner, Briggs' award-winning research and teaching are about economic opportunity, effective democracy and governance, and racial and ethnic diversity in cities and metropolitan regions. He is associate professor of sociology and planning and Head of the Housing, Community and Economic Development Group at MIT's Department of Urban Studies and Planning.



**Dr. Roland Busch**, Member of Managing Board, Siemens & CEO, Infrastructure & Cities Sector

Dr. Roland Busch is responsible for executive management of the global Siemens Infrastructure & Cities Sector. He also has executive oversight of the Asia-Pacific region for Siemens AG. The Infrastructure & Cities (IC) Sector offers sustainable technologies for metropolitan areas and their infrastructures. Its offerings include integrated mobility solutions, building and security technology, power distribution, smart grid applications, and low- and medium-voltage products.

Dr. Busch joined Siemens AG in 1994, starting in the Corporate Research and Development Department and moving through various positions developing expertise in the areas of automotive, transportation and internal processes and management. His recent executive posts have included heading up Siemens' Infotainment Solutions Division, president and CEO of Siemens automotive for Asia Pacific, and heading the Mass Transit division for the Transportation Systems Group. His most recent position was Head of Corporate Strategies for Siemens AG in Munich.



**Andrew Castaldi**, Senior Vice President and Head, Catastrophe Perils, Americas, Swiss Re

Andrew Castaldi leads a team of natural hazard experts in Swiss Re's Division Americas' Risk Hub. The team is composed of physical scientists, engineers, and insurance professionals dedicated to understanding and quantifying potential loss due to naturally occurring hazards throughout the Americas.

Andrew and his team have collaborated on many natural hazard related projects with universities, government agencies, and industry related support associations. They have authored and co-authored many external publications to share their research and development.

Prior to joining Swiss Re, Mr. Castaldi has worked in the risk consulting, insurance and reinsurance industry in various underwriting, management, and operational positions.

Andrew is a former chair of the RAA Extreme Events Committee, past President of the International Society of Catastrophe Managers, and currently sits on the American Geophysical Union Developmental Board, the Multi-Hazard Mitigation Council (FEMA), and GeoHazard International Board of Trustees. Mr. Castaldi holds an MBA from New York University.



**Vishaan Chakrabarti**, Holliday Professor of Real Estate, and Director of Center for Urban Real Estate, Graduate School of Architecture, Planning & Preservation, Columbia University; Partner, SHoP Architects

Vishaan Chakrabarti is the Holliday Professor of Real Estate and the Director of the Center for Urban Real Estate at Columbia University's Graduate School of Architecture, Planning & Preservation. Under Chakrabarti's direction, the Real Estate Development program focuses on smart growth policies locally, nationally, and globally. Chakrabarti is also a partner at SHoP Architects, where he advances large-scale projects worldwide.

Prior to joining Columbia and SHoP, Chakrabarti oversaw planning and design for the Related Companies. As Director of the New York Department of City Planning's Manhattan Office, Chakrabarti achieved major rezonings

that have begun to reshape western Midtown Manhattan and directed the city's design response to the post-9/11 reconstruction of Lower Manhattan.

Chakrabarti holds a Master of Architecture from the University of California at Berkeley, a Master of City Planning from the Massachusetts Institute of Technology, and dual Bachelors' degrees in Art History and Engineering from Cornell University.



**Susan E. Chapman**, Senior Vice President, Global Real Estate and Workplace Enablement, American Express; Member, RPA Board

Ms. Chapman is responsible for global real estate operations supporting the American Express portfolio of over 65,000 employees in 41 countries. She is currently working across the portfolio to transform the workplace to ensure it is fully enabled to support the company's growth. Prior to joining American Express, Ms. Chapman served as Global Chief Administrative Officer for Citi Realty Services, a division of Citigroup, Inc., and co-led the corporation's real estate strategy around Citi's \$50 billion commitment to climate change. Ms. Chapman holds an MBA from the University of Wisconsin-Madison and a Master of Regional Planning from The University of Massachusetts. Her volunteer work includes serving on many boards such as the Executive Leadership Foundation, the National Trust for Historic Preservation, Leadership Education and Development, A Better Chance and the NYU Schack Institute of Real Estate Advisory Board.



**Vin Cipolla**, President, The Municipal Art Society of New York

Vin Cipolla has held public sector leadership roles in New York, Washington DC and Boston including President, Municipal Art Society of New York; citizen Chairman, President and CEO, National Park Foundation; Chairman and President, Institute of Contemporary Art, Boston; Executive Vice President, National Trust for Historic Preservation; Vice Chairman, Electronic Frontier Foundation; Vice President, Ballet Hispanico, and more. A six-time private sector CEO, he was a President and CEO with Fidelity Investments, and the Founder, Chairman and CEO of HNW, Inc. as well as the founder and CEO of two other New York-based media technology companies which he sold. He has continuously acted on his life-long passion for the environment and building resilient and livable cities. In 2010, he founded the MAS Summit for New York City.



**Kevin S. Corbett**, Vice President, Strategic Development, AECOM; Member, RPA Board

Kevin S. Corbett is Vice President, Strategic Development at AECOM. Previously he was responsible for the global marine and freight business for DMJM+HARRIS.

An RPA board member, Corbett chairs the Empire State Transportation Alliance and serves on boards including those of the Empire State Development Corporation (ESDC), The New York League of Conservation Voters, and the Maritime Association of the Port of New York & New Jersey.

As Chief Operating Officer and Executive Vice President at ESDC and Executive Deputy Commissioner of the Department of Economic Development, Corbett oversaw operations for the full spectrum of New York State's economic development efforts.

Corbett spent 17 years at Wilhelmsen Lines, Norway's largest shipping line, including six years in Asia. He oversaw operations in sub-Saharan Africa, and served as Chairman of the American-West Africa Freight Conference and Secretary of the Maritime Association of the Port of New York & New Jersey.



**David Crane**, President and Chief Executive Officer, NRG Energy

David Crane has been the President and CEO of NRG Energy since December 2003.

Crane established NRG's strategy to enhance the company's core generation, expand retail businesses both geographically and through new offerings, and grow new green businesses. In addition to building the company's financial strength, Crane has been outspoken on the need to support clean energy resources and technologies critical to our transition to a low carbon-emitting society.

Prior to joining NRG, Crane worked for International Power PLC, Lehman Brothers and ABB Energy Ventures. Crane holds a Bachelor of Arts degree from Princeton University's Woodrow Wilson School of Public and International Affairs, and a Juris Doctor degree from Harvard Law School.



**Andrew Darrell**, Chief Energy Strategist and New York Regional Director, Environmental Defense Fund

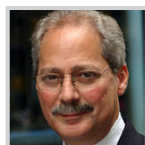
Andy Darrell is Chief of Strategy for Energy and New York Regional Director at Environmental Defense Fund. Mr. Darrell advances market-based climate and health solutions for energy, transport and open space to position New York City at the global forefront of environmental performance. Mr. Darrell is a member of Mayor Bloomberg's Sustainability Advisory Board, where he advised on the creation and implementation of PlaNYC 2030.

Before joining EDF, Mr. Darrell founded an organization that catalyzed the development of a waterfront park along Manhattan's Hudson River. In 2010, he was recognized as Advocate of the Year in New York State by Environmental Advocates. He is a trustee of several philanthropic organizations, including International House; the Van Alen Institute; and the New York League of Conservation Voters. He holds a B.S. from Georgetown University, an M.A. from Fletcher School of Law and Diplomacy, and a J.D. from the University of Virginia.



**Joseph Della Fave**, Executive Director, Ironbound Community Corporation

Since 1991, Joseph Della Fave has served as Executive Director of Ironbound Community Corporation (ICC), a multi-service nonprofit agency in Newark assisting nearly 1,000 people daily with programs including early childhood, family services, school-age and adult education, senior services, community planning and development, and environmental justice. The organization has been recognized by local, state and national organizations for its impact and work in the community. Mr. Della Fave also serves on several community-focused committees including Foundation for Newark's Future Community Advisory Board, NJ Citizens Action Board of Directors, Newark Public Schools' Early Childhood Advisory Committee, and the NJ Department of Education Early Childhood Budget Advisory Group. Prior to his position at ICC, Mr. Della Fave served as a City Councilman in Hoboken and Chairman of the History Department at St. Peter's Prep.



**Hon. Fernando Ferrer**, Acting Chairman, New York Metropolitan Transportation Authority; Member, RPA Board

Fernando Ferrer is a Partner at Mercury and serves as Acting Chairman of the Metropolitan Transportation Authority.

With over 25 years of innovative and accomplished leadership in New York City Government, Ferrer is nationally recognized as an architect for revitalizing American cities. During his over 14-year tenure as borough president of The Bronx, Ferrer designed and oversaw the largest urban rebuilding effort in the country, transforming what was once a national symbol of urban decay into an international model for urban revival.



**Jeff Ferzoco**, Senior Fellow, Interactive Communities, RPA

Jeff Ferzoco is a senior fellow for interactive communities at Regional Plan Association. His background is in information design, mapping and interactive communities. For almost ten years at RPA, Jeff has used design and technology to better engage audiences in regional

planning initiatives. As senior fellow for interactive communities, he works on projects with a user-centered, interactive approach to information, finding new ways to understand needs and translate them into planning experiences. He has consulted with planning organizations nationwide on how to meaningfully connect with their audiences, and has been published in Traffic Technology Magazine, Planning Magazine, and across the internet for new approaches to planning process.



**Patrick J. Foye**, Executive Director, Port Authority of New York & New Jersey

Patrick J. Foye became Executive Director of the Port

Authority of New York and New Jersey on November 1, 2011. Prior to joining the Port Authority, he served as Deputy Secretary for Economic Development for Governor Andrew M. Cuomo. Mr. Foye was a mergers and acquisitions partner at Skadden Arps and managing partner of the firm's Brussels, Budapest and Moscow offices. He was Executive Vice President of AIMCO, a real estate investment trust and a component of the S&P 500, and served as President and CEO of the United Way of Long Island.

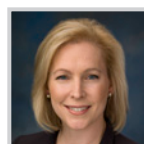


**Robert Freudenberg**, Director, New Jersey, RPA

Robert Freudenberg is RPA's New Jersey Director and oversees the New Jersey office

in Princeton. He coordinates RPA's New Jersey Committee and manages the state program, which focuses on sustainability planning and policy. He is also the Acting Director for RPA's Long Island Program where his most recent work is dedicated largely to TOD planning in downtown areas. Robert applies sustainability principles to his project management work, which includes downtown revitalization, TOD, regenerative design, natural resources stewardship, coastal planning, and parks & recreation initiatives. In 2004, Mr. Freudenberg was selected as a NOAA Coastal Management Fellow by The New Jersey Department of Environmental Protection.

Mr. Freudenberg holds a Master of Public Administration in Environmental Science and Policy from Columbia University's School of International and Public Affairs and a BS in Environmental Biology from SUNY College of Environmental Science and Forestry.



**Hon. Kirsten E. Gillibrand**, U.S. Senator for New York

Kirsten E. Gillibrand was first sworn in as U.S. Senator from New York in January 2009.

In November 2012, Gillibrand was elected to a full six-year term with a New York statewide record-high 72 percent of the vote. Gillibrand has made her presence felt in Washington, by



leading the fight to repeal “Don’t Ask, Don’t Tell,” overcoming partisan opposition to pass the 9/11 health bill, and serving as the architect of the STOCK Act that made it illegal for members of Congress to profit from non-public information. She lives in Brunswick, NY, with her husband and their two young sons.



**Maxine Griffith**, Executive Vice President for Government and Community Affairs & Special Advisor for Campus Planning, Columbia University; Member, RPA Board

Maxine Griffith is Executive Vice President for Government and Community Affairs and Special Advisor for Campus Planning at Columbia University. She is a member of the leadership team planning for and implementing the University’s 17-acre, \$6 billion campus expansion.

Prior to Columbia, Griffith was Executive Director, of Philadelphia’s City Planning Commission and Deputy Mayor for Strategic Planning. She served for six years on the New York City Planning Commission, and was HUD’s Assistant Deputy Secretary during the Clinton Administration. Griffith was also principal of Griffith Planning & Design, a firm providing planning, design and development services.

Maxine Griffith is currently on the boards of the Architectural League of New York, the Regional Plan Association, and SEEDS, an organization supporting schools and libraries in West Africa. She holds a Master of Architecture degree from the University of California, Berkeley, and has taught urban design and planning at Columbia, NYU, and the University of Pennsylvania.



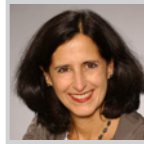
**Kenneth T. Jackson**, Jacques Barzun Professor in History and the Social Sciences, Columbia University; Member, RPA Board

Kenneth T. Jackson is Director of the Herbert H. Lehman Center for the Study of American History and the Jacques Barzun Professor of History and the Social Sciences at Columbia University.

Jackson is editor-in-chief of the *Encyclopedia of New York City*—first edition 1995, second edition 2010. Jackson’s other books on New York include *Empire City: New York Through the Centuries* (with David Dunbar) and *Robert Moses and the Modern City: The Transformation of New York* (edited with Hilary Ballon). Among his many other publications is *Crabgrass Frontier: The Suburbanization of the United States*, winner of both the Francis Parkman Prize and the Bancroft Prize.

RPA trustee Jackson has served as president of the Urban History Association, the Society of American Historians, the Organization of American Historians, and the New-York Historical Society.

An exceptionally popular professor at Columbia, Jackson leads tours and all-night bicycle rides through New York’s neighborhoods.



**Patricia Jenny**, Acting Vice President of Grants and Special Projects, Program Director, Community Development & the Environment, New York Community Trust

Patricia Jenny is currently Acting Vice President, Grants and Special Projects, and Program Director, Community Development and Environment, at The New York Community Trust, New York City’s community foundation. The environment program includes a national focus, supporting efforts across the country to address climate change, environmental health, and habitat protection. Ms. Jenny also manages grantmaking on citywide employment issues as well as a funder collaborative focused on improving the workforce system for New York City job seekers.

She holds a Masters in Regional Planning from the University of North Carolina, Chapel Hill, and a B.A. degree in History from Brown University.



**David Jones**, President & CEO, Community Service Society of New York

David Jones has led CSS since 1986. From 1983 to 1986,

he served as Executive Director of the New York City Youth Bureau. Mr. Jones was Special Advisor to Mayor Koch from 1979 to 1983. A highly respected leader on issues of urban poverty and economic advancement, Mr. Jones was appointed by Mayor Bloomberg to several commissions. An advocate for low-income New Yorkers, he writes for the New York Amsterdam News, El Diario/La Prensa, and the Huffington Post Web site. Prior to his nonprofit and public service careers, he specialized in corporate anti-trust cases and contract litigation at Cravath, Swaine & Moore.

Mr. Jones received a Bachelor of Arts degree from Wesleyan University and a Juris Doctor degree from the Yale Law School.



**Abha Joshi-Ghani**, Director, Knowledge and Thematic Learning World Bank Institute, The World Bank

Abha Joshi-Ghani is the Director for Knowledge and Learning at the World Bank Institute. Until recently she headed the World Bank’s Global Urban Development Practice where she oversaw the World Bank’s work on Urban Policy and Strategy and Knowledge and Learning. She is also the Head of the Global Urbanization Knowledge Platform, a multi-partner initiative of the World Bank. She led the World Bank’s Urban Strategy in 2010. Ms. Joshi-Ghani is the Chair of the Global Agenda Council on Urbanization of the World Economic Forum. She is also the co-editor of the forth coming book *Rethinking Cities* with Professor Edward Glaeser. She has worked primarily on infrastructure finance and urban development at the World Bank.

Her regional experience in the World Bank includes South and East Asia, Africa and the Middle East. She holds an M.Phil from Oxford University, UK and a Masters from Jawaharlal Nehru University in New Delhi and a Bachelors from Lady Sri Rama College, Delhi University.



**Bruce J. Katz**, Vice President and Director, Metropolitan Policy Program, Brookings Institution

Bruce J. Katz is a vice president at the Brookings Institution and founding Director of the Brookings Metropolitan Policy Program which aims to provide decision makers in the public, corporate and civic sectors with policy ideas for improving the health and prosperity of cities and metropolitan areas. Katz is a graduate of Brown University and Yale Law School. Katz regularly advises federal, state, regional and municipal leaders on policy reforms that advance the competitiveness of metropolitan areas. He is a visiting Professor at the London School of Economics.



**Nancy Kete**, Managing Director, Rockefeller Foundation

Dr. Nancy Kete joined the Rockefeller Foundation in January 2012. As Managing Director, Dr. Kete leads the foundation’s global work on resilience including developing strategies and practice for infusing resilience thinking throughout the foundation’s work.

Before joining the Foundation, Dr. Kete spent thirteen years at the World Resources Institute. She also served on President Obama’s National Commission on the BP Deepwater Horizon Oil Spill and Offshore Drilling. Earlier in her career, Dr. Kete worked for the US Environmental Protection Agency.

Dr. Kete holds a PhD in Geography and Environmental Engineering from Johns Hopkins University and a bachelor’s in Geography from Southern Illinois University.



**Michael Kimmelman**, Architecture Critic, The New York Times

Since he returned to New York from Europe in autumn, 2011, Michael Kimmelman has reshaped the public debate about urbanism, architecture, and architectural criticism, focusing on issues of public space, housing for the poor, parks and infrastructure, social equality and public interest design in not only New York City but also cities like Cairo, Medellin, Louisville and Paris. Kimmelman spent four years based in Berlin covering Europe and the Middle East, as the “Abroad” columnist, before he turned to architecture. He was the Times’s longtime chief art critic. He is a fellow at the London School of Economics and a regular contributor to The New York Review of Books.



**Carol Dillon Kissal**, Chief Financial Officer, Washington Area Metropolitan Transit Authority

Carol Dillon Kissal is the Deputy General Manager of Administration and Chief Financial Officer for the Washington Metropolitan Area Transit Authority, where she oversees its \$2.5 billion budget and all associated financial functions. Mrs. Kissal also oversees the departments of MetroAccess and Information Technology, as well as the New Electronic Payments Program, the development of Metro's new fare payment platform. Mrs. Kissal also served as Deputy Director of the District of Columbia Department of Transportation, and as Amtrak's Corporate Treasurer. Mrs. Kissal received a master's degree in business administration from the Lubin School at Pace University and a bachelor's degree in business management from Dominican College.



**David Kooris**, Director of the Office of Planning and Economic Development, City of Bridgeport

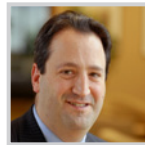
David Kooris is the Director of the Office of Planning and Economic Development for the City of Bridgeport, Connecticut. He manages several divisions including Planning, Economic Development, Housing and Community Development, Land Use Review and Zoning. David's role enables him to chart a long-range strategy for urban revitalization, spur economic development and reposition thousands of acres of brownfields for sustainable redevelopment. Prior to joining the City of Bridgeport, Mr. Kooris was the Vice President for the Connecticut Office at Regional Plan Association. He worked on high-speed rail-oriented development, sustainability planning, and urban revitalization projects throughout the Northeast corridor in the United States.



**Robert Lane**, Senior Fellow for Urban Design, RPA

Robert Lane is a Senior Fellow for Urban Design at Regional Plan Association whose work is focused on the relationship between transit, land use, urban design and public participation. Mr. Lane is an architect and urban designer with twenty years of professional practice devoted to combating sprawl and promoting compact, transit-oriented development. Mr. Lane completed two major independent projects funded by the National Endowment for the Arts and the New York State Council on the Arts. The first project, *The Machine Next Door*, examined industrial redevelopment strategies in American cities. The second project, *Beyond the Box*, focused on the urban design issues associated with "superstore" development in New York's manufacturing districts. Both projects were exhibited at the Municipal Art Society in New York City and published in various planning and design magazines.

Mr. Lane received a Bachelor of Arts from Cornell University and a Master of Architecture from Columbia University.



**Ralph A. LaRossa**, President and COO, Public Service Electric & Gas Company

Ralph A. LaRossa was named President and Chief Operating Officer of Public Service Electric and Gas Company (PSE&G), in October 2006. Prior to this position he was Vice President - Electric Delivery for PSE&G.

Mr. LaRossa joined PSE&G in 1985 as an associate engineer and advanced through a variety of management positions in the utility's gas and electric operations. In 1998 he received Gas Industry Magazine's Outstanding Manager of the Year Award. PSE&G is New Jersey's largest electric and gas utility.

Mr. LaRossa is a graduate of Stevens Institute of Technology and has completed the Harvard Business School's Program for Management Development. He serves on the board of directors for the American Gas Association (AGA), New Jersey Utilities Association (NJUA), New Jersey Performing Arts Center (NJPAC), Partnership for a Drug-Free NJ, Choose New Jersey, and Bergen County's United Way. He also serves on the board of trustees for Montclair State University, Liberty Science Center and the Newark Alliance.



**Trent Lethco**, Associate Principal, ARUP; Member, RPA Board

Trent Lethco is an Associate Principal with Arup's Transportation Planning Group in New York. He has over twelve years of experience working in New York, San Francisco, Chicago and Los Angeles. He has led transportation planning projects both large and small, most of which emphasized multimodal transportation solutions and sustainable street designs. Trent's areas of specialization are Transit Oriented Development (TOD), multimodal corridor studies, downtown master plans, transportation policy, and funding issues.



**Stanley S. Litow**, Vice President, Corporate Citizenship & Corporate Affairs and President, IBM International Foundation

Under Mr. Litow's leadership, IBM has been widely regarded as the global leader in Corporate Citizenship, and praised for societal and environmental leadership, labor practices, and civic leadership. Mr. Litow helped devise IBM's Corporate Service Corps, the Pathways in Technology Early College High School (P-TECH), and IBM's Smarter Cities Challenge.

Mr. Litow has served on the President's Welfare to Work Commission, and currently serves on the board of the Harvard Business School

Social Enterprise Initiative, The Citizens Budget Commission, The After-School Corporation and the Albert Shanker Institute.

Prior to joining IBM, Mr. Litow's career in public and nonprofit leadership included service as Deputy Chancellor of the New York City Public Schools, and founder and CEO of Interface, a nonprofit think tank.



**Sergey Mahnovski**, Director, New York City Mayor's Office of Long Term Planning and Sustainability

As Director of the Mayor's Office of Long Term Plan-

ning and Sustainability, Sergey manages citywide energy policy and oversees New York City's comprehensive sustainability initiative, PlaNYC. Sergey serves as Chairman of the New York City Energy Policy Task Force, Chairman of the New York City Energy Efficiency Corporation, and board member of the New York State Smart Grid Consortium. He also serves as Assistant Adjunct Professor at Columbia University School of International and Public Affairs.

Previously, he was a Director in the Global Power Group at IHS Cambridge Energy Research Associates (CERA), and a Doctoral Fellow at RAND Corporation. Sergey is a graduate of Stanford University. He received his Masters in Chemical Engineering from the University of California, Berkeley and a Ph.D. in Policy Analysis from the RAND Graduate School.



**Hon. Dannel P. Malloy**, Governor of Connecticut

Dannel Patrick Malloy was born in Stamford, Connecticut. Growing up, he struggled to overcome learning and physical disabilities, eventually gaining the skills he needed to go on to graduate Magna Cum Laude from Boston College and continue on to Boston College Law School.

Governor Malloy started his career as a prosecutor in Brooklyn, New York, serving as an Assistant District Attorney. After leaving Brooklyn, he returned to Stamford and served on the Boards of Finance and Education, and later was Mayor of Stamford.

Governor Malloy has been Governor of Connecticut since 2010. As Governor, he is committed to strengthening the state's economy, growing Connecticut businesses, and bringing jobs back to cities and towns.



**John McAslan CBE**, Executive Chairman, John McAslan + Partners

John McAslan was educated at Edinburgh University, obtaining a MA in Architecture and Diploma, along with the Diploma year prize. He trained in Boston USA with Cambridge Seven Associates before joining Richard Rogers and Partners in



1980, and then forming John McAslan + Partners in 1996. McAslan is Executive Chairman and active in all of the practice's work.

McAslan was named World Architect of the Year in 2009. His work has been extensively exhibited and has received in excess of 65 international design awards, and has been widely published internationally in professional journals, newspapers and in monographs, the most recent of which is 'Transforming King's Cross' (Merrell Publishers), a detailed account of the practice's acclaimed and award-winning redevelopment of the station.



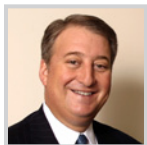
**Juliette Michaelson**, Vice President for Strategy, RPA

Juliette Michaelson is Vice President for Strategy at Regional Plan Association. She

is managing the research and production of the organization's strategic plan for the New York metropolitan region, RPA's Fourth Regional Plan.

Juliette also oversees RPA's multi-year effort to build an active network of transit agency CEOs from around the world. The annual Transit Leadership Summits, hosted by RPA, present a unique opportunity for transit executives to share insights with their peers in an intimate, off-the-record setting.

Juliette received a Bachelor of Arts in Political Science from Princeton University and a Master in Urban Planning from Columbia University.



**Howard P. Milstein**, Chairman, President and CEO, Emigrant Bank; Chairman, New York State Thruway Authority

Howard P. Milstein, who has served as Chairman of the New York State Thruway Authority since 2011, leads one of New York's great real estate families – one that has been a major force in the development of New York City, the region, and beyond. A leading figure in local, national and global affairs, Mr. Milstein is a trusted advisor on economic, civic and philanthropic matters. His ability to marshal business, government, philanthropic, and family resources drives a breadth of initiatives across health, civic, educational and security sectors.

At the Thruway Authority, under Governor Andrew Cuomo's leadership, Mr. Milstein orchestrated the contract for design and construction of a new Tappan Zee Bridge - the largest procurement in New York State history and the largest public works project in North America. He brought to bear his considerable private-sector experience in construction and large-scale development, initiating and leading a design-build process that produced savings for New York of nearly \$2 billion, when compared with original state and federal estimates.

Mr. Milstein's success as chairman of the Thruway Authority builds upon a family legacy of business, philanthropic and civic leadership over the course of three generations, which is

now being passed on to a fourth generation. Mr. Milstein and his family have changed the skyline of New York, building or buying, along with partners, more than 50,000 apartments, 20 million square feet of office space and 10,000 hotel rooms. In areas like Lincoln Center, Times Square and Battery Park City in Manhattan, Starrett City in Brooklyn and the New Jersey waterfront, the Milstein family has worked to foster the type of development that, over time, anchors and revitalizes and restores entire communities.

Mr. Milstein's philanthropy and leadership have made a real difference for many of New York's most famous institutions, including: the New York Public Library, Columbia and Cornell Universities, Weill Cornell Medical Center, Rockefeller University, the National September 11th Memorial and Museum, Lincoln Center, and the American Museum of Natural History.



**J. Andrew Murphy**, Senior Managing Director, Macquarie Infrastructure and Real Assets; Member, RPA Board

Drew Murphy joined Macquarie in January 2013 as Senior Managing Director with Macquarie's Infrastructure and Real Assets team (MIRA). Mr. Murphy coordinates assets across all sector capabilities for MIRA's funds in the Americas. Previously, Mr. Murphy was an Executive Vice President of NRG Energy, Inc., serving in several roles including head of the Strategy and M&A team, President of NRG's Northeast Region and General Counsel. Prior to NRG, Mr. Murphy was partner at Hunton & Williams and led the firm's energy and project finance practice. Mr. Murphy serves on the boards of directors of the American Council on Renewable Energy and Regional Plan Association. Mr. Murphy holds a B.A. from Harvard College and a J.D. from George Washington University.



**Hon. John O. Norquist**, President and CEO, Congress for New Urbanism

John Norquist's work promoting New Urbanism as an alternative and antidote to sprawl's social and environmental problems draws on his experience as a big-city mayor and prominent participant in national discussions on urban design and transportation policy. Norquist served as Mayor of Milwaukee from 1988-2004. Under his leadership, Milwaukee experienced a decline in poverty, saw a boom in new downtown housing, and became a leading center of education and welfare reform. At CNU, he has joined local activists in numerous cities as a key champion of plans to replace freeways with boulevards.



**Joseph Oates**, Senior Vice President, Con Edison; Member, RPA Board

Joseph Oates is Con Edison's Senior Vice President of

Business Shared Services which includes the information resources, purchasing, and stores and transportation functions for Con Edison's two utility companies. In addition, he oversees Con Edison's Competitive Energy Businesses as Chairman of the Board. Mr. Oates has also held executive positions at Con Edison in energy supply, as Treasurer and in electric operations and energy policy.

Mr. Oates holds a Masters in Business Administration with a finance concentration from Fordham University and Bachelor and Masters degrees in mechanical engineering from Manhattan College.



**Michael Oppenheimer**, Albert G. Milbank Professor of Geosciences and International Affairs, Woodrow Wilson School and Department of Geosciences, Princeton University

Mr. Oppenheimer joined the Princeton faculty in 2002 after more than two decades with the Environmental Defense Fund, a non-governmental environmental organization, where he served as chief scientist. Oppenheimer is a long-time participant in the Intergovernmental Panel on Climate Change (IPCC) which won the Nobel Peace Prize in 2007, serving most recently as a coordinating lead author of IPCC's 2012 report on climate extremes and disasters as well as its Fifth Assessment Report. Oppenheimer is also coeditor of the journal Climatic Change. His research focuses on the physical and societal impacts of climate change, particularly with respect to ice sheets and sea level rise, and policies to abate such impacts.



**Elisa M. Ortiz**, Deputy Director of Government Affairs and Outreach, Smart Growth America

Elisa M. Ortiz is Smart Growth America's Deputy Director of

Government Affairs and Outreach. She works with state and regional partners, manages federal advocacy work and helps implement state and local smart growth, land use, transportation and sustainability campaigns. Her previous experience includes work on non-profit leadership and organizational effectiveness, low-income housing issues, women's rights, reproductive justice, and political advocacy. Elisa attended Utica College where she began working on women's rights, GLBT rights, and other advocacy issues. She later graduated in with a degree in Political Science in 2002.



**Neal Peirce**, Chairman, The Citistates Group

Neal Peirce is a writer on the dynamics of state and local government, with a special focus on metropolitan regions. Earlier in his career, Peirce was the political editor of Congressional Quarterly and then one of the founders of National Journal. He wrote a 10-book series on America's states and regions culminating in *The Book of America: Inside 50 States Today*. Peirce began — and continues today — the United States' first national column focused on state and local government themes, syndicated by the Washington Post Writers Group. Peirce was the lead author of the 1993 book, *Citistates*. Since 1995 he has been chairman of the Citistates Group, a network of journalists, speakers and consultants who believe that successful metropolitan regions are today's key to economic competitiveness and sustainable communities.



**Jeffrey Pellet**, Senior Vice President, NYSE Euronext

Mr. Pellet serves as Senior Vice President and Global Head of Real Estate & Corporate Services of NYSE Euronext. Prior to joining NYSE Euronext in 2008, Mr. Pellet was a Managing Director, heading Americas Real Estate for UBS Financial Services based in Weehawken, NJ, and was a Principal at the NYC based real estate and location strategy consulting firm of KLG, Inc.

Previously, Mr. Pellet spent 19 years in management positions with Morgan Stanley, and 6 years running Real Estate and Corporate Services for EMEA and Asia.

Mr. Pellet earned a BA in Economics from Syracuse University. He lives in New Jersey with his family.

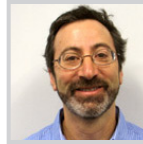


**Seth Pinsky**, President, New York City Economic Development Corporation; Director of NYC Special Initiative for Rebuilding & Resiliency

Seth Pinsky was appointed President of the New York City Economic Development Corporation by Mayor Michael Bloomberg in 2008, months before the collapse of Lehman Brothers ushered in one of the most significant economic downturns in generations. Seth has responded to the crisis by re-evaluating the agency's strategy, seeking to position the City as the global center for innovation in the 21st Century.

In December 2012, in the wake of Hurricane Sandy, Mayor Bloomberg appointed Seth to lead the City's Special Initiative for Rebuilding & Resiliency (SIRR). The SIRR team is creating a report that will address how to rebuild communities impacted by the storm and how to improve citywide systems and infrastructure in order to make New York City more resilient given the likely long-term impacts of climate change.

Seth is a graduate of Columbia College and Harvard Law School.



**Robert J. Pirani**, Vice President, Energy and Environment, RPA

Robert Pirani is Regional Plan Association's Vice President for Energy and Environment. His responsibilities include developing and directing programs in parks and public spaces, land use, and water resource management. Recent publications include *Landscapes: Improving Conservation Practice in the Northeast Megaregion*; *Report of the Floyd Bennett Field Blue Ribbon Panel*; *Building the Brooklyn Waterfront Greenway*; *The Path Forward: Public Input on the Future of Gateway National Recreation Area*; and *Governors Island: Guidelines for Parks and Public Spaces*. Mr. Pirani holds a Master's Degree in Regional Planning from Cornell University and a Bachelor's Degree in Environmental Studies from Hampshire College.



**Shelley R. Poticha**, Director, Office of Sustainable Communities, U.S. Department of Housing and Urban Development

Shelley Poticha directs the Office of Sustainable Housing and Communities at HUD, which administers planning and implementation grants for the Partnership for Sustainable Communities, an interagency initiative of HUD, DOT, EPA, and the USDA. Past roles include Co-Chair of Transportation for America, President of Reconnecting America, and Executive Director of the Congress for New Urbanism. Throughout her career, Poticha has been a leader for the reform of land-use and transportation planning and policy, and has helped stimulate a national conversation about the role of transportation in shaping communities and making them more sustainable and affordable.



**Martin Powell**, Global Head of Urban Development, Siemens

Martin is The Head of Urban Development within Siemens Global Cities Centre of Competence. This role involves working with City Leadership across the globe. Martin was previously The Mayoral Advisor on the Environment to the current Mayor of London, Boris Johnson. He was also a Special Advisor to the C40 cities climate action group, chaired by Mayor of New York, Michael Bloomberg.



**Thomas F. Prendergast**, Interim Executive Director, New York Metropolitan Transportation Authority

Thomas F. Prendergast has worked in public transportation for over 30 years at the Chicago Transit Authority, Washington DOT, MTA, and Vancouver's Translink. Mr. Prendergast joined the New York Transit Authority in 1982, working his way up to Senior Vice President of the Dept. of Subways before being named the Long Island Rail Road's

President in 1994. After a brief stint in the private sector, Mr. Prendergast rejoined the public sector as the CEO of Translink in Vancouver. In 2009, Mr. Prendergast returned to New York City to run New York City Transit and was named interim Executive Director of the MTA at the end of 2012. Mr. Prendergast is a native of Chicago and holds a systems engineering degree from the University of Illinois.



**James P. Redeker**, Commissioner, Connecticut Department of Transportation

James P. Redeker was named Commissioner of the Connecticut Department of Transportation by Governor Dannel P. Malloy in 2011. He is responsible for overseeing the statewide system of highway operations and maintenance, capital project design and construction, public transportation and Connecticut's ports.

Mr. Redeker is President of the Northeast Association of State Transportation Officials, a collaborative organization that includes officials from the northeast United States and Canada.

Prior to being named Commissioner, Mr. Redeker served as Acting Commissioner and Deputy Commissioner of the agency. He had served as Chief of the Bureau of Public Transportation since joining the department in 2009. Mr. Redeker joined CTDOT after a 30-year career with NJ TRANSIT.



**Damon Rich**, Founder, Center for Urban Pedagogy

Damon Rich is a designer and artist, and currently serves as the Urban Designer for the City of Newark, New Jersey. His design work has been exhibited internationally at venues including the 2008 Venice Biennale, Storefront for Art and Architecture and SculptureCenter (New York City), the Canadian Centre for Architecture (Montréal), and the Netherlands Architecture Institute (Rotterdam). In 1997, he founded the Center for Urban Pedagogy (CUP), a New York City nonprofit organization that uses the power of design and art to improve the quality of public participation in urban planning and community design, where he was the Creative Director for 10 years.



**Peter M. Rogoff**, Administrator, Federal Transit Administration

Peter M. Rogoff was confirmed as the Federal Transit Administrator by the U.S. Senate in May, 2009. During his tenure at the FTA, Administrator Rogoff has presided over the transition to the new transportation funding bill MAP-21, increased transit participation in the TIFIA credit assistance program, and overseen the signing of the most capital construction agreements for transit projects in any two year period (FY 2011-2012) in the agency's history. Prior to his FTA appointment, Rogoff served



for 22 years on the staff of the Senate Appropriations Committee, including 14 years as the Democratic Staff Director of the Transportation Subcommittee. Currently, Administrator Rogoff is playing an active and effective role in the response, recovery and restoration of transit agencies affected by the worst transit disaster in U.S. history as a result of Hurricane Sandy, especially in the metro New York and New Jersey region.



**Jonathan F. P. Rose**, President, Jonathan Rose Companies

Jonathan F. P. Rose's business, public policy and not-for-profit work all focus on creating a more environmentally, socially and economically responsible world. In 1989, Mr. Rose founded Jonathan Rose Companies LLC, a multi-disciplinary real estate development, planning, consulting and investment firm, as a leading green urban solutions provider. The firm has completed \$1.5 billion of work, much of it in close collaboration with universities and colleges, not-for-profits, towns and cities. In 2005, the firm launched the nation's first green transit oriented acquisition and redevelopment fund. Mr. Rose is a thought leader in affordable housing, smart growth and the cognitive and social sciences of environmental behaviors.



**Elliot G. Sander**, President & CEO, HAKS; Chairman, RPA

Elliot "Lee" G. Sander is President & CEO of the HAKS Group, a NY-based architecture and engineering firm with over 525 staff working in six states, the District of Columbia, and India. He is also Chairman of the Regional Plan Association. Mr. Sander has over 30 years of experience successfully delivering world-class infrastructure programs and projects, particularly in the field of transportation. Prior to assuming the leadership of HAKS, Lee was Group Chief Executive at AECOM, where he oversaw AECOM's \$1.8 billion global transportation practice. Mr. Sander served as CEO of the Metropolitan Transportation Authority of New York, and was Commissioner of the NYCDOT and Senior Transportation Advisor to the Mayor of the City of New York. Mr. Sander's work in turning around large public sector agencies has been covered extensively in the media.

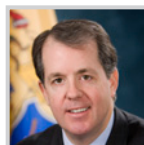
Mr. Sander is a Non-Executive Director on the Board of the National Express Group, a publicly traded UK based firm that operates bus, rail, paratransit and school bus services in Europe, North America, and Africa. He also serves on the boards of the Greater Jamaica Development Corporation and the Leo Baeck Institute and was the founder of the Rudin Center for Transportation Management at New York University, where he was an adjunct associate professor. In 2007 Mr. Sander was appointed by the US Congress to the National Surface

Transportation Finance Commission. Mr. Sander holds a BSFS from the School of Foreign Service from Georgetown University.



**Anthony E. Shorris**, Senior Vice President, Vice Dean and Chief of Staff, NYU Langone Medical Center; Member, RPA Board

Anthony E. Shorris is currently Senior Vice President, Vice Dean, and Chief of Staff of the NYU Langone Medical Center, a 17,000 person organization composed of NYU's School of Medicine and its teaching hospitals. Mr. Shorris joined NYU Langone after having served as Director of the Rudin Center for Transportation Policy and Management at NYU's Wagner Graduate School of Public Service. Prior to that, he served as the Executive Director of the Port Authority of New York and New Jersey. He has also served as Chief Operating Officer and Executive Vice President of Healthfirst, the nonprofit managed health care organization. His other public service includes appointments as Commissioner of Finance for the City of New York, Deputy Chancellor for Operations of the NYC Department of Education, and Deputy Budget Director of the City of New York. Mr. Shorris is a graduate of Harvard College and the Woodrow Wilson School of Public and International Affairs at Princeton University.



**Andrew P. Sidamon-Eristoff**, State Treasurer, New Jersey

Andrew P. Sidamon-Eristoff has been the Treasurer of the State of New Jersey since 2010. Prior to his service as Treasurer, Mr. Sidamon-Eristoff was a private investor and consultant in tax administration, working on contracts for the U.S. Agency for International Development.

Mr. Sidamon-Eristoff has also served as Commissioner of the New York State Department of Taxation and Finance and as New York City Commissioner of Finance. He was elected three times to the New York City Council. Prior to entering public service, Mr. Sidamon-Eristoff was an associate at the law firm of Webster and Sheffield specializing in tax.

Mr. Sidamon-Eristoff earned a bachelor's degree from Princeton University and a juris doctor degree from Georgetown University Law Center.



**Robert K. Steel**, Deputy Mayor for Economic Development, City of New York

Robert K. Steel was appointed Deputy Mayor for Economic Development for The City of New York by Mayor Michael R. Bloomberg in June 2010. He is the former President and CEO of Wachovia and served on the Board of Wells Fargo, with whom Wachovia merged. He previously served as Under Secretary for Domestic Finance at the U.S. Treasury; taught at the John F. Kennedy

School of Government at Harvard; and spent nearly thirty years with Goldman Sachs, retiring in 2004 as Vice Chairman. He chairs the Board of the Aspen Institute. Through the Pew Task Force on Financial Reform, he advised members of the U.S. Senate and House on economic matters. He also serves on the FDIC Advisory Committee on Economic Inclusion, improving low-income consumers' access to the financial mainstream. He is a member of the Board of Directors of the Hospital for Special Surgery and is the former Chairman of the Board of Directors of The After-School Corporation. Steel has served as Chair of the Board of Duke University, where he received a B.A. He currently serves on the Duke Global Health Institute Board of Advisors. He earned his M.B.A. at the University of Chicago. Steel lives in New York City with his wife; they have three daughters.



**Pratap Talwar**, Principal, Thompson Design Group

Pratap Talwar is an architect, planner and urban designer whose projects span a broad range of development contexts world-wide. His award winning projects have provided creative solutions for public and private initiatives at multiple scales of geography.

Principal of Thompson Design Group in Boston, Mr. Talwar authored Design Guidelines for Oceanfront Redevelopment of Long Branch in 1995. The over \$1 billion of developments completed under this plan were amongst the only oceanfront structures and boardwalk that survived Superstorm Sandy on the New Jersey shore.

Mr. Talwar's work has received awards from the AIA, APA, ULI, ASLA, and the International Waterfront Center. Mr. Talwar is a graduate of MIT and is a Fellow of the Institute of Urban Design. Mr. Talwar is a Trustee of the Boston History and Innovation Collaborative, and also serves on a Study committee of the Boston Landmarks Commission and as faculty for the Mayors Institute for City Design sponsored by the National Endowment for the Arts.



**Marilyn J. Taylor**, Dean and Paley Professor, University of Pennsylvania School of Design; Member, RPA Board

Marilyn Taylor became Dean of the School of Design at the University of Pennsylvania in 2008 after spending more than thirty years as partner, architect and urban designer at Skidmore Owings & Merrill LLP, where she led the firm's practices in airports, transportation, and urban design. She is internationally known for her involvement in the design of large-scale urban districts, transportation projects, and civic initiatives. Taylor is distinguished as well for her civic and professional leadership, having served as a Trustee of the Urban Land Institute, member and Rockefeller Fellow of The Partnership for New York City, President of the American Institute of Architects NYC

Chapter, visiting professor at the Harvard Graduate School of Design, Chairman of the New York Building Congress, Board member of the Regional Plan Association, and founding chairman of New York New Visions.



**Peter Torrellas**, Chief Technology Officer, Siemens: Infrastructure and Cities

Peter has over eighteen years of experience in technology and innovation, and began his passion for improving cities with Siemens by successfully designing and delivering of over 500 million dollars in technology for New York City's transportation infrastructure. Peter is considered a thought leader in the architecture and implementation of new technologies for public infrastructure and has been recently hosted by the United Nations division of Sustainable Development and the World Bank to discuss the role of technology in urban transportation infrastructure. His portfolio covers Road and City Mobility, Passenger and Freight Rail Automation, Airport Services, and Logistics.



**Veronica Vanterpool**, Executive Director, Tri-State Transportation Campaign

Veronica Vanterpool has been the Executive Director of the Tri-State Transportation Campaign since June 2012. Prior to joining TSTC, she worked at the Rainforest Alliance, an international conservation organization, and the New York City Department of Environmental Protection on its Waste Water Treatment Upgrade Program to protect New York City's watershed. Since joining TSTC, Veronica has helped win millions in transit funding, fought successfully against fare increases and service cuts, encouraged the passage of legislation such as bus lane enforcement in New York City, and elevated the importance of fiscal responsibility and government accountability in large infrastructure projects, such as the Tappan Zee Bridge replacement.



**Nydia Velázquez**, Member of Congress

Congresswoman Nydia M. Velázquez is currently serving her eleventh term as Representative for New York's 7th Congressional District. She is Ranking Member of the House Small Business Committee and a senior member of the Financial Services Committee. In 1992, she was the first Puerto Rican woman elected to the U.S. House of Representatives. Before serving in Congress, Velázquez was appointed Special Assistant to Congressman Edolphus Towns (D-NY), served on the New York City Council and worked as the Director of the Department of Puerto Rican Community Affairs in the United States.



**Julia Vitullo-Martin**, Director, Center for Urban Innovation, RPA

Julia Vitullo-Martin is a Senior Fellow at the Regional Plan Association and Director of the Center for Urban Innovation. Her work focuses on development issues such as planning and zoning, housing, waterfront, environmental review, historic preservation, as well as food and the food supply chain as planning issues. She has been widely published in newspapers and magazines, including the Wall Street Journal, the New York Times, the New York Post, the New York Daily News, Monocle, Forbes, and Fortune, as well as academic journals. She has authored and edited three books, including *Breaking Away: The Future of Cities*. Before joining RPA she was a Senior Fellow and Director of the Center for Rethinking Development at the Manhattan Institute, Senior Fellow and Director of the Citizens Jury Project at the Vera Institute of Justice, Managing Editor for the Mayor's Commission on New York City in the Year 2000, and Executive Director of the Citizens Housing and Planning Council.



**Thomas K. Wright**, Executive Director, RPA

Tom Wright is Executive Director of Regional Plan Association. He has steered many of the organization's key initiatives, including the Draft Vision Plan for the City of Newark (2006) and *A Region at Risk: The Third Regional Plan for the New York-New Jersey-Connecticut Metropolitan Area* (1996). Mr. Wright also oversees the day-to-day operations of RPA and coordinates with the 83-member Board of Directors.

Mr. Wright lectures widely on growth management and regional planning. He is a visiting lecturer in public policy at Princeton University's Woodrow Wilson School of Public and International Affairs. He has taught at the Columbia University Graduate School of Architecture, Planning and Preservation; the Lincoln Institute of Land Policy; and the New Jersey Institute of Technology School of Architecture.

Previously, he was Deputy Executive Director of the New Jersey Office of State Planning, where he coordinated adoption of the New Jersey State Development and Redevelopment Plan (2001). From 1991 to 1993, he coordinated the award-winning Mayors' Institute on City Design, sponsored by the National Endowment for the Arts.

Mr. Wright received a Bachelor of Arts in history and a certificate in American Studies from Princeton University, and a Master of Science in Urban Planning from Columbia University.



**Robert D. Yaro**, President, RPA

Robert D. Yaro is the President of Regional Plan Association, America's oldest independent metropolitan policy, research and advocacy group. Based in Manhattan, RPA promotes plans, policies and investments needed to improve the quality of life and competitiveness of the New York Metropolitan Region, America's largest urban area. Mr. Yaro Co-chairs the Empire State Transportation Alliance and the Friends of Moynihan Station, and is Vice President of the Forum for Urban Design. He serves on Mayor Bloomberg's Sustainability Advisory Board, which helped prepare PlaNYC 2030, New York City's new long-range sustainability plan.

Since 2001 Mr. Yaro has been Professor of Practice in City and Regional Planning at the University of Pennsylvania. He also taught at Harvard University and the University of Massachusetts.

He holds a Masters Degree in City and Regional Planning from Harvard University and a Bachelors Degree in Urban Studies from Wesleyan University.



**John E. Zuccotti**, Chairman, U.S. Commercial Operations, Brookfield Office Properties; Member, RPA Board

John E. Zuccotti is Chairman, U.S. Commercial Operations, a Brookfield Office Properties Company and of counsel at the law firm of Weil, Gotshal & Manges LLP.

Mr. Zuccotti served as First Deputy Mayor of the City of New York under Mayor Abraham D. Beame. Mr. Zuccotti also chaired the New York City Planning Commission from 1973-1975. Mr. Zuccotti was also appointed to committees by Mayor Edward I. Koch Governor Hugh L. Carey.

Mr. Zuccotti has specialized in planning, housing, real estate and municipal law. Prior to joining Brookfield, has worked at Olympia & York Companies, the law firms of Brown & Wood, and Tufo & Zuccotti. He has played a leading role in the development process of major residential and commercial projects in the New York metropolitan area.

Mr. Zuccotti received his bachelor's degree from Princeton University and his law degree from Yale University.



# RPA's Lifetime Leadership Award



Regional Plan Association is proud to present

## Howard P. Milstein

with the 2013 Lifetime Leadership Award for his extraordinary contributions to New York and the region.

Howard Milstein has long been recognized as one of New York's most successful and influential business, civic and philanthropic leaders. Mr. Milstein and his family have helped create the skyline of New York, building, buying or managing, along with partners, more than 50,000 residential units, 20 million square feet of office space and 10,000 hotel rooms. His endeavors have literally built the New York region, from Lincoln Center to Times Center to Starrett City in Brooklyn to the New Jersey waterfront. His approach to quality development and investing in communities has been a major contributor to the revitalization of New York City and the metropolitan region over the past generation.

But in addition to these achievements, in honoring Mr. Milstein with the 2013 RPA Lifetime Leadership Award, we wanted to call special attention to his role as chairman of the New York State Thruway Authority, where he has led efforts to build a new Tappan Zee Bridge. This project has created a fast-track template for building the other major infrastructure projects that the New York region and the nation urgently need.

For decades, the need to replace the existing Tap, as it is often called, has been widely known. The bridge was failing due to its poor original engineering, and keeping it in service would cost significantly more in the long run than it would take to build a new bridge. The Tap's narrow width, steep grades and absence of breakdown lanes make it the most congested and least safe section of the entire New York Thruway system. But because of the red tape and bureaucratic delays that are common to major public-works projects, the development of a new bridge had stalled. That is, until Gov. Andrew Cuomo appointed Howard Milstein chairman of the Thruway Authority.

At Gov. Cuomo's urging, Mr. Milstein led the Thruway Authority's efforts to advance this multibillion-dollar project through the permitting, procurement, preliminary design and financing processes - which usually take several years - in less than 12 months. And with the support of a talented team of professionals from the governor's office, the Thruway Authority's own staff and their consultants then beat this goal by several weeks, saving taxpayers billions of dollars in construction costs and sparing commuters years of aggravation and traffic delays. At RPA's urging, the program for the bridge was also modified to accommodate express bus lanes and a future passenger rail crossing.

By itself this would be an enormous achievement. But across the country, governors and mayors are now studying this extraordinary accelerated process as the prototype for a new approach for designing and building major infrastructure projects.

On account of these exceptional achievements, this year Regional Plan Association is proud to honor Howard Milstein with its Lifetime Leadership Award.

A handwritten signature in black ink that reads "Robert D. Yaro". The signature is fluid and cursive, with a long, sweeping underline.

**Robert D. Yaro**  
President, RPA

HOWARD P. MILSTEIN

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EXECUTIVE DIRECTOR

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Parking lots contribute to the City's economy in other ways. In addition to significant property taxes, parking lots are subject to an 18.375% parking tax every time a car occupies a space. When combined with the economic development benefits, parking is invaluable to the City's economy.

Read the CURE report and learn more about the role of parking in urban development at: [www.benefitsofparking.com](http://www.benefitsofparking.com)



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LIRR, Atlantic Avenue Viaduct



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NYSTA, Tappan Zee Bridge, Owner's Engineer

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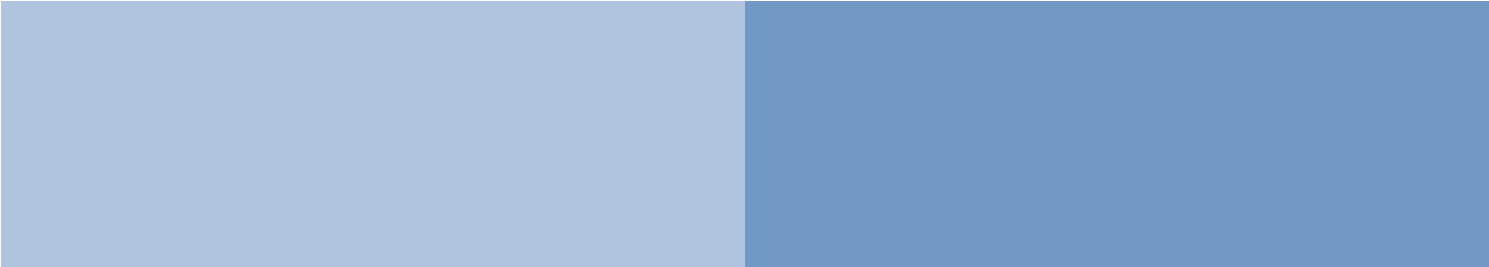
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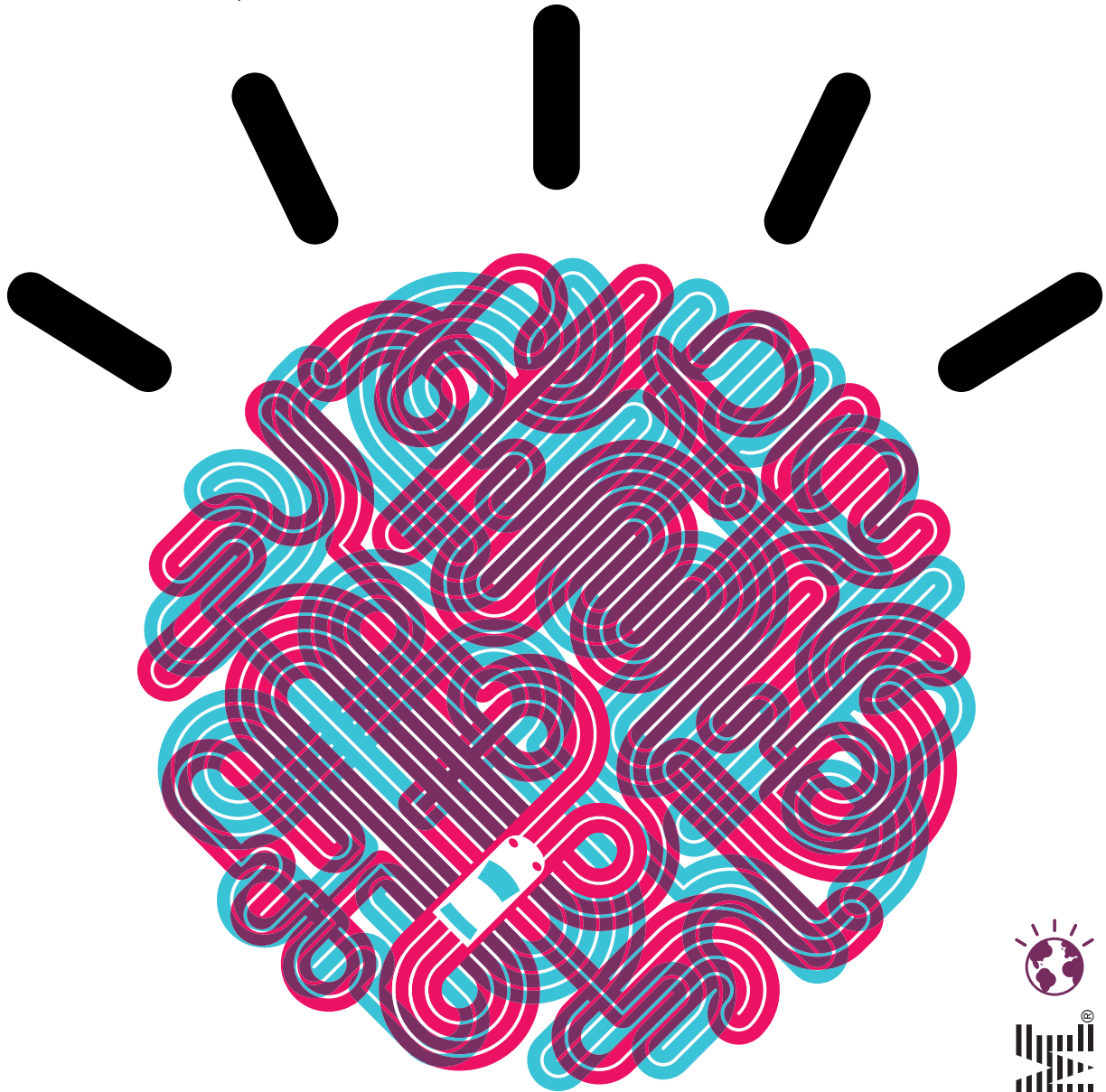
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We congratulate the Howard P. Milstein, Chairman, New York State Thruway Authority, on being recognized with this year's Lifetime Leadership Award from the Regional Plan Association.





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*on his Lifetime Leadership Award*



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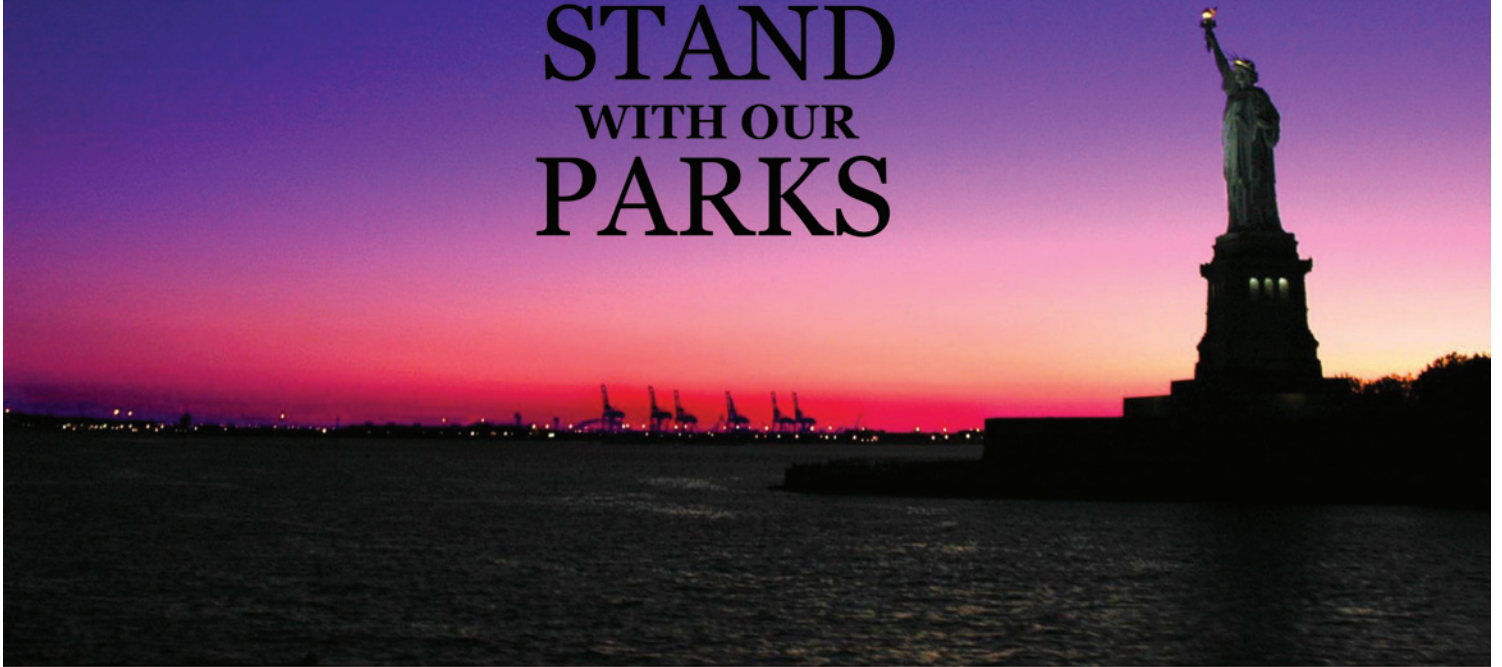
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The impact of Hurricane Sandy on the US is astounding. Over \$80 billion in damage to the tri-state region from coastal flooding has damaged all areas of infrastructure. Moving forward the UK wants to help the US with alternative solutions to safeguard against future disasters. By sharing lessons learned from around the globe, the UK continues to be a leader in infrastructure development, including alternative means to finance recovery work.

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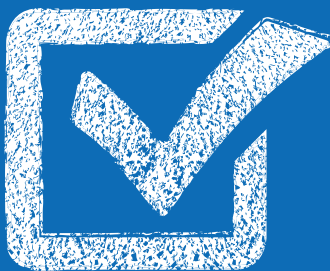
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Stay tuned during the luncheon program to see how your answers compare with those of residents around the region!

### Question #1

**The way things are in America, people like me and my family have a good chance of improving our standard of living.**

- |                          |                             |
|--------------------------|-----------------------------|
| <b>a.</b> Strongly agree | <b>c.</b> Somewhat disagree |
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